

ERA/RR Orientation

I welcome this opportunity to present to you the pros and cons of working with the Central Intelligence Agency. We hope that some of you will be interested in learning more about us, which can be done in a personal interview. We shall be here at the University for another day to provide an opportunity to talk individually with those of you who would like to discuss the details on a career with CIA.

Our Agency is a relatively new one, having been in existence eleven years. It was established by the National Security Act of 1947, which created the National Security Council, headed by the President, under whose direction the Agency operates. Those of you who have read something about CIA are aware that our responsibilities are rather broad. I think we have done a pretty good job of carrying out those responsibilities. Apparently the Congress does too, as is evidenced by their recent action, giving us over fifty million dollars to construct a new permanent building.

The part of the Agency which I represent has been given the major national responsibility for the production of economic intelligence on countries of the Sino Soviet Bloc as well as on Bloc activities in the Free World. It logically follows that we are looking primarily for people with degrees in economics, and preferably a substantial amount of graduate training. Our work is sufficiently broad, however, to warrant adding a few people who have specialized in other social

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sciences or in area studies, and who have a significant amount of formal economics training in their background.

You probably wonder what an economist does in CIA. Most people, upon hearing the name of the Agency, conjure up a vision of an agent in a long black cape, carrying a dagger and about ready to jump out of an airplane into hostile territory. It is, of course, true that there are people who collect intelligence information. It is equally true that we have to analyze this information after it has been collected, to put it into context, and to point up those factors that are significant to the nation's senior policymakers. My part of the Agency is specifically concerned with the analysis of the information and not with its collection, and that is what I am here to talk about. If anyone is disappointed by the lack of revelations of clandestine mysteries, he may leave at this point without prejudice.

First of all, what do we do? The kind of research that we conduct is not very different from that carried forward on university campuses throughout the country, or in various research bureaus. For example, we need to know the size and composition of Soviet gross national product, both by sectors and by origin and end use; we need to know the scope and composition of investment outlays and we need to construct indexes of industrial production which not only cover past time periods but also estimate the future. In making these aggregative analyses, we use the standard methods

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and concepts in economic research in which those of you who are economics majors have been trained.

Our people who do research on particular sectors of the economy supply much of the detailed information which is important for national policy purposes. We study each of the major industries - machine building, military industries, fuels and power, metals, and agriculture. We also study the service sectors, such as transportation and communications. We give major attention to the international trade of each of the Bloc countries and to their economic penetration activities in various countries in the free world.

The results of this research are either presented as is to the policymakers of the government, or are combined with finished research done in the political and military fields by other government agencies to produce an overall intelligence estimate concerning a particular country, assessing its present and future capabilities and probable courses of action. Such reports are furnished to the President and other senior officials.

We are a professional organization doing professional work. We have the same high standards of scholarships as are applied at this university. In addition to the flow of open source materials available to academic researchers, we have a substantial volume of additional data which is classified, largely to protect sources, and is not available openly. Our library facilities are probably unequalled in the country.

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Further, our research organization is large enough so that, to borrow a term from the nuclear scientists, it has "gone critical." By this expression, I mean we have enough skilled people, working across the board on the economies we study, to provide any individual researcher with the substantive advice and insights needed so often when dealing with a particular problem. To use an example, if a researcher studying overall investment trends runs into a knotty problem dealing with investment in the iron and steel industry, or in the transportation industry, he has only to walk down the hall to discuss it with a colleague who spends all of his time working on that specific industry.

There are significant differences between our work and that of university or research institutes. First of all, we are not an independent organization, able to take on any line of inquiry which suits our fancy. Because we are an arm of the National Security Council, the Council directly or indirectly is the customer for everything we do. Of necessity, we focus our research on the kinds of problems which are of interest and concern to the Council and to the policymakers generally. Hence our research on Bloc countries is focused almost entirely on ^{basic research designed to shed light on} recent trends, current economic developments, and on long-range prospects. I doubt, for example, that anyone would take kindly to our doing a study of economic development in Russia at the time of Peter the Great, nor

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would they appreciate an investigation of the bobby pin industry in Outer Mongolia.

This is not to say that all of our research is specifically produced to answer questions which we have been asked. We need a cushion of time to do some research of our own choosing. In fact, such a cushion is essential to increase our basic knowledge, and so to permit us to better serve our customers in the future. An individual analyst, after he has been on the job for a while, can participate in this research planning by suggesting lines of investigation which seem to him to be fruitful and of intelligence value. So to some extent, he can make his own job.

We try to make all of our research products as reliable and objective as possible, whether they represent a year's effort or only a few hours study. We have no party line to push, and nothing to sell but the facts. None of our analysts has ever been asked to write a paper to support a particular point of view. We are not the intellectual high priests of the cult of complacency, nor are we card carriers in Joe Alsop's "gloom and doom" fraternity.

I would like to say a word about specialized skills. A knowledge of pertinent foreign languages and of the countries involved is highly important to our work. However, these are skills which can be acquired after a person has begun ~~to work on~~ his first assignment. The Agency itself offers exceptional opportunities to individuals interested in increasing their knowledge and skills. In addition

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to our own large training staff, we make use of the facilities of the various universities in the Washington area. For example, an employee who needs to know advanced statistics would be enrolled at one of these schools at the Agency's expense. Also, if you are one of those individuals who feels that he must teach, there are plenty of opportunities for part-time instructors in the Washington area. Promising career employees are occasionally sent to universities for a year of graduate training at our expense. Finally, we do have opportunities for foreign service which are offered on a competitive basis to members who have served with the Agency for a few years.

How about opportunities for professional recognition? Here again the answer is affirmative. This has not always been so; in its early years the Agency insisted on ^{the} anonymity of its personnel. Recently it has come to be recognized that research personnel and the research process are different from other Agency responsibilities and should be treated differently. Accordingly, we have been granted increasing latitude and our professional analysts are now free to participate fully in professional societies, identifying themselves as CIA employees. Similarly, publication of scholarly articles or books is now permitted, again with permission to identify the author as a CIA employee. Obviously, since we handle some highly classified and sensitive materials, there are limits to the degree with which we can borrow from our on-the-job studies. In short, an analyst working with us now has essentially all the freedom he would

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enjoy at an academic institution for publication of his own work and for achieving professional recognition.

As to specific salary scales, retirement benefits, and various kinds of insurance arrangements, we have all of the benefits of the normal civil service. While our salary scale is identical, I think our grade structure is higher than that of the average government agency. For example, we have already established a limited number of supergrades for economic research supervisors which pay between \$14,000 and \$16,000 a year.

In summary, I sincerely believe that, if you are interested in doing economic research on foreign countries, we have a good deal to offer you. We have a challenging assortment of research assignments. The results of our work are used at the highest level in government by those responsible for formulating and implementing domestic as well as foreign policies. Our Agency is unusually liberal in assisting people to increase their competence through sponsored training. The opportunities for promotion are distinctly better than average. Finally, there is great scope for individual initiative and creativity.